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## KEY INTELLIGENCE QUESTIONS

FOR FY 1975

### INTRODUCTION

1. These Key Intelligence Questions are designed to be responsive to and to support the Substantive Objectives of the Intelligence Community for FY 1975 as noted by the United States Intelligence Board on June 13, 1974, prior to the submission of those Objectives to the President.

2. The Key Intelligence Questions for Fiscal Year 1975 are issued as guidance to the Intelligence Community for the collection and production of intelligence on subjects of major importance to national-level intelligence consumers during <sup>FY 1975.</sup> ~~the time period~~ ~~in question.~~ These Key Intelligence Questions obviously do not exhaust the universe of consumer needs; ~~for~~ there are additional important categories of intelligence collection and production which are not included in this priority national intelligence guidance:

a. Lower priority national intelligence subjects:

These are deliberately omitted in order to emphasize the importance of the Key Intelligence Questions. It is recognized that some attention must be devoted to lower priority subjects, such

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as developments in Africa, although wherever possible less expensive and less difficult collection techniques should be employed. <sup>A ~~substantial~~ level of</sup> Sustained <sup>^</sup> attention must also be devoted to countries and issues deemed likely to be <sup>come</sup> of critical importance <sup>^</sup> some years from now, ~~(e.g., research on the implications of food and population problems)~~ even though they may not <sup>pose</sup> ~~be~~ immediate or pressing major problems during FY 1975.

- b. Departmental and tactical intelligence: This includes the intelligence requirements of the operational commanders, as well as certain warning and surveillance activities. An appropriate portion of the national intelligence effort must be devoted to meeting these needs, and the National Foreign Intelligence Budget Recommendations will take <sup>them into</sup> account, ~~of this~~ <sup>fact.</sup> Continuing efforts will be made to improve the interaction and mutual support of national and tactical <sup>intelligence</sup> programs so that <sup>the needs</sup> of each <sup>level</sup> may be served by the same activities to the maximum extent possible. In framing these Key Intelligence Questions for FY 1975,

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careful consideration was <sup>also</sup> paid to departmental objectives with national implications or overtones. The Critical Near-Term Defense Intelligence Objectives of the Department of Defense were given special attention.

3. The Key Intelligence Questions are circulated for the following purposes:

- a. First, to insure that these subjects are given priority in the regular collection and production activities of appropriate elements of the Intelligence Community.
- b. Second, to enable review of collection and production planning by the member agencies of the Intelligence Community via a brief, succinct report prepared <sup>on each KIQ</sup> under the aegis of the <sup>appropriate National Intelligence Officer</sup> ~~NIC~~ <sup>on each KIQ</sup>. In a few cases involving subjects of particular importance, a supplementary, more detailed review will highlight specific matters deemed appropriate for special collection or production attention. ~~This process will lay the groundwork for a resource-tied performance evaluation at the end of the fiscal year.~~
- c. Third, to provide the basis for a recapitulation and evaluation, after the close of the fiscal

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year, of the performance of the Intelligence Community -- and of individual agencies -- on each of the Key Intelligence Questions.

- d. Fourth, to permit the conclusions drawn from the recapitulation and evaluation of the FY 1975 effort to be used as factors in Community resource allocations, and in the preparation of the National Foreign Intelligence Budget Recommendations which the Director of Central Intelligence will be sending to the President in November 1976.

~~4. The Key Intelligence Questions are issued for guidance during FY 1975, <sup>al</sup> though it is clear that a full response to some of them cannot be expected within this time frame. ~~Nonetheless,~~ <sup>are pointed</sup> they ~~do~~ <sup>likely to be</sup> meet the ~~major~~ <sup>concern</sup> criterion of being subjects of Presidential and National Security Council ~~interest~~ during FY 1975.~~

4. The Key Intelligence Questions have been grouped, where possible, under one of the five Substantive Objectives for the Intelligence Community as submitted to the President by the Director of Central Intelligence. ~~(with the comment that detailed Key Intelligence Questions would be developed to support the attainment of these Substantive Objectives)~~ The order in which the FY 1975 questions are listed should not be regarded as implying <sup>an internal</sup> ~~priority~~ priority: by definition, all the Key Intelligence Questions are of major importance.

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Executive Registry
74-4088/5

12 August 1974

MEMORANDUM FOR: The Director

SUBJECT : Draft KIQ Evaluation Instructions

Attached is a draft note from you to the NIOs designed to serve as a basis for and/or stimulus to discussion of what you need and will be expecting from the NIOs in connection with their responsibilities in overseeing the implementation of the KIQ process. It was my understanding that you wanted to address this matter at your next session with the NIOs, now tentatively scheduled for Monday, 12 August.

George A. Carver, Jr.

George A. Carver, Jr.  
Deputy for National Intelligence Officers

Attachment

cc: DDCI/  
DDS&T  
DDO  
DDI  
DDM&S  
AD/DCI/IC  
All NIOs

(EXECUTIVE REGISTRY FILE 74-4088/5)

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DRAFT

MEMORANDUM FOR: The National Intelligence Officers

SUBJECT: The FY 1975 Key Intelligence Question Evaluation Process

1. In connection with the FY 1975 KIQs, I will be looking to the NIOs to take the lead in providing me (and the USIB) with three types of comments:

- a. A preliminary review for each KIQ.
- b. The development and articulation of subordinate questions for some KIQs.
- c. A final summary report on the Community's performance with respect to each KIQ.

2. The Preliminary Reviews. After the FY 1975 KIQs have been approved by the NSCIC, each KIQ should be the subject of a brief (separate) survey. These surveys should be prepared by the appropriate NIOs, in consultation with their Intelligence Community colleagues and drawing on the Intelligence Community Staff for any staff support needed. I would like these surveys submitted to me (and the USIB) by mid-September. Each survey should succinctly assess the Community's degree of knowledge or ignorance/uncertainty with respect to the KIQ in question. (I emphasize that what is wanted here is a summary assessment, not a detailed inventory.) Each survey should then block out the Community's strategy with respect to that KIQ -- touching on all phases of the intelligence process:



collection, analysis and production. The strategy survey should identify the Community member agencies accepting an obligation to work on that KIQ and should incorporate any recommendations for improvement in the Community's accepted strategy that the NIO feels warranted (e.g., in a situation -- should one arise -- in which for resource constraints, or other reasons, the Community component representatives are unwilling to agree to undertake certain courses of action the NIO feels are feasible and necessary in developing an optimum response to that KIQ). These preliminary evaluations are to be brief, simple, subjective and arbitrary.

3. The Subordinate Questions. For some -- not all -- KIQs, an appropriate number of more detailed, concrete subordinate questions should be developed by the appropriate NIOs, working with the Intelligence Community Staff and in consultation with representatives of the member agencies of the USIB. These subordinate questions should be designed to serve either (or both) of two functions:

a. To highlight specific matters or concrete topics deemed appropriate for special collection or production attention.

b. To provide the basis for special, resource-tied performance evaluation at the end of the fiscal year.

These performance evaluations will be comparable to those performed on the pilot KIQs under the FY 1974 KEP program. The object here is to take a certain number of representative

slices through the intelligence process to ascertain in some detail if resources are being properly apportioned to activities of major substantive importance, i.e., activities which are of direct benefit in answering key substantive questions. The total number of subordinate questions should be in the range of about thirty. There need not be one for every KIQ nor need there be more than one for any given KIQ on which the NIO feels some further refinement is advisable.

4. The Final Report. At the end of the fiscal year -- i.e., June 1975 -- the NIOs should submit a short final report on each FY 1975 KIQ evaluating the performance of the Intelligence Community on that particular question and, where appropriate, the performance of the individual member agencies. These final reports should be prepared in consultation with representatives of the USIB member agencies drawing on the Intelligence Community Staff for such staff support as is needed. Disagreement within the Community should be reflected, but -- in the final analysis -- each report will be the NIO's and should reflect his or her personal judgments and assessment. We will develop more detailed guidelines for the FY 1975 final reports after we have received those for FY 1974 and can ascertain what modifications or changes in format or procedure would be helpful. As should be the case with the preliminary reviews, these final reports are to be succinct, simple, arbitrary and subjective.